INDEX

VOLUME 54 (1977)

KEY

J-F:26 = January-February: Page 26
(F) = Feature Article; (R) = Roundup;
(C) = Consensus; (P) = People at Work

Subject Index

ABSENTEEISM
Managing Absenteeism (F) M-J:73

BENEFITS (*See also* Women)
Benefits—New Days, New Ways (R) M-J:44
Profitable Benefits (P) J-F:11
The Tax Reform Act of 1976 and Prepaid Legal Insurance (F) . J-A:59
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40

COMMUNICATION (*See also* Labor Relations)
Comprehensive Policy Manual (R) S-O:44
Right to Know (R) S-O:42

COMPENSATION (*See also* Benefits, Executive Compensation, International, *and* Women)
Compensating Data Processing Employees (F) N-D:62
Compensation Management: Its Past and Its Future (F) ... M-J:30
Designing Reward Systems for New Organizations (F) ... S-O:48
How Long Until Employees Average $100,000? (F) M-A:57
More Management Pointers (P) J-F:9
Time-Span of Discretion and Human Resources Management . . . An Interview with Elliott Jaques (F) J-A:47

EMPLOYEE SELECTION
Beneath the Tip of the Iceberg: How to Handle the Employee Selection Decision (F) S-O:61
Why They Turned Them Down (P) M-A:8

EQUAL EMPLOYMENT OPPORTUNITY (*See also* Retirement *and* Women)
Employing the Handicapped (R) S-O:45
Shortchanging Shorter Americans? (P) M-A:13

EXECUTIVE COMPENSATION (*See also* International *and* Women)
Executive Compensation: A Look at the Shape of Things to Come (F) J-F:65
Financial Counseling (R) J-A:45
In Demand (P) M-A:4
The Tax Reform Act of 1976 and Executive Stock Compensation Plans (F) M-J:50

FLEXTIME
A Way of Life (P) M-A:9

HUMAN RESOURCES ACCOUNTING
Human Resource Accounting: A Managerial Tool? (F) ... M-A:41

HUMAN RESOURCES ADMINISTRATION
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Human Resources Management (R) S-O:40
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) . M-J:11
Upcoming Human Resources Management Problems (C) .. M-J:4

JOB SATISFACTION
Don't Sell That Old Sheepskin Short (R) J-A:43
Early Ripe, Early Rot? (R) M-J:48
Is This Really You? (P) J-F:8

INTERNATIONAL
But Losing Ground (P) M-A:5
Easing the Tax Squeeze on the Multinational Employee (F) S-O:28
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40
More Taxes, American Style (P) M-A:11

LABOR RELATIONS
Achieving Cooperation and Mutual Understanding (C) ... S-O:4
Developing Healthy Management Attitudes for Dealing with a Union (F) S-O:68
Labor Negotiations in the Construction Industry: A Harbinger? (R) J-A:42
Rules of the Road: Doing Something Simple About Conflict in the Organization (F) J-F:23
Striking Out Strikes (R) M-J:41
Using Closed-Circuit Television During Union Organizing Campaigns (F) S-O:72

MANAGEMENT DEVELOPMENT AND TRAINING
Career Development Programs (F) S-O:23
Career Management: How to Make It Work (F) J-A:65
Developing and Using an In-House Interest Inventory (F) . N-D:57
Evaluating Management Development and Training Programs (C) J-A:4
Evaluation of Management Development Programs . . . An Innovative Approach (F) J-A:28
Hewlett-Packard's Supervisory Orientation Program (F) .. J-A:73
The Logic of Training Evaluation (F) J-A:23
Prescription Drugs and Placebos: A New Perspective on Management Training (F) M-J:67
Skip-A-Level Approach to Personnel Development (P) .. M-A:14

MANPOWER PLANNING
Human Resource Planning: A Tool for People Development (F) M-A:15
A Stock and Flow Model for Improved Human Resources Measurement (F) M-J:57
TOSS: An Aerospace System That's GO for Manpower Planning (F) J-F:56

ORGANIZATION DEVELOPMENT (*See also* Team Building *and* Worker Participation)
Developing Organizations in Which the Self-Actualizing Executive Flourishes (F) M-J:22
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Merging Personnel and OD: A Not-So-Odd Couple (F) ... J-F:12
Minimizing Risk in Organization Development Interventions (F) N-D:23
Organization Development: A Dynamic New Force? (C) .. N-D:4
Organizational Development Efforts in a Major Healthcare Organization (F) N-D:32
Organizational Research and Organizational Change: GM's Approach (F) J-A:11
Time for Organization Development? (F) M-A:26

PERFORMANCE APPRAISAL
How to Make Performance Appraisals More Effective (F) . M-A:51

RELOCATION
Corporate Moves—Who Pays the Psychic Costs? (F) N-D:67

INDEX

VOLUME 54 (1977)

KEY

J-F:26 = January-February: Page 26
(F) = Feature Article; (R) = Roundup;
(C) = Consensus; (P) = People at Work

Subject Index

ABSENTEEISM
Managing Absenteeism (F) M-J:73

BENEFITS (*See also* Women)
Benefits—New Days, New Ways (R) M-J:44
Profitable Benefits (P) J-F:11
The Tax Reform Act of 1976 and Prepaid Legal Insurance (F) . J-A:59
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40

COMMUNICATION (*See also* Labor Relations)
Comprehensive Policy Manual (R) S-O:44
Right to Know (R) S-O:42

COMPENSATION (*See also* Benefits, Executive Compensation, International, *and* Women)
Compensating Data Processing Employees (F) N-D:62
Compensation Management: Its Past and Its Future (F) ... M-J:30
Designing Reward Systems for New Organizations (F) ... S-O:48
How Long Until Employees Average $100,000? (F) M-A:57
More Management Pointers (P) J-F:9
Time-Span of Discretion and Human Resources Management . . . An Interview with Elliott Jaques (F) J-A:47

EMPLOYEE SELECTION
Beneath the Tip of the Iceberg: How to Handle the Employee Selection Decision (F) S-O:61
Why They Turned Them Down (P) M-A:8

EQUAL EMPLOYMENT OPPORTUNITY (*See also* Retirement *and* Women)
Employing the Handicapped (R) S-O:45
Shortchanging Shorter Americans? (P) M-A:13

EXECUTIVE COMPENSATION (*See also* International *and* Women)
Executive Compensation: A Look at the Shape of Things to Come (F) J-F:65
Financial Counseling (R) J-A:45
In Demand (P) M-A:4
The Tax Reform Act of 1976 and Executive Stock Compensation Plans (F) M-J:50

FLEXTIME
A Way of Life (P) M-A:9

HUMAN RESOURCES ACCOUNTING
Human Resource Accounting: A Managerial Tool? (F) ... M-A:41

HUMAN RESOURCES ADMINISTRATION
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Human Resources Management (R) S-O:40
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) . M-J:11
Upcoming Human Resources Management Problems (C) .. M-J:4

JOB SATISFACTION
Don't Sell That Old Sheepskin Short (R) J-A:43
Early Ripe, Early Rot? (R) M-J:48
Is This Really You? (P) J-F:8

INTERNATIONAL
But Losing Ground (P) M-A:5
Easing the Tax Squeeze on the Multinational Employee (F) S-O:28
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40
More Taxes, American Style (P) M-A:11

LABOR RELATIONS
Achieving Cooperation and Mutual Understanding (C) ... S-O:4
Developing Healthy Management Attitudes for Dealing with a Union (F) S-O:68
Labor Negotiations in the Construction Industry: A Harbinger? (R) J-A:42
Rules of the Road: Doing Something Simple About Conflict in the Organization (F) J-F:23
Striking Out Strikes (R) M-J:41
Using Closed-Circuit Television During Union Organizing Campaigns (F) S-O:72

MANAGEMENT DEVELOPMENT AND TRAINING
Career Development Programs (F) S-O:23
Career Management: How to Make It Work (F) J-A:65
Developing and Using an In-House Interest Inventory (F) . N-D:57
Evaluating Management Development and Training Programs (C) J-A:4
Evaluation of Management Development Programs . . . An Innovative Approach (F) J-A:28
Hewlett-Packard's Supervisory Orientation Program (F) .. J-A:73
The Logic of Training Evaluation (F) J-A:23
Prescription Drugs and Placebos: A New Perspective on Management Training (F) M-J:67
Skip-A-Level Approach to Personnel Development (P) .. M-A:14

MANPOWER PLANNING
Human Resource Planning: A Tool for People Development (F) M-A:15
A Stock and Flow Model for Improved Human Resources Measurement (F) M-J:57
TOSS: An Aerospace System That's GO for Manpower Planning (F) J-F:56

ORGANIZATION DEVELOPMENT (*See also* Team Building *and* Worker Participation)
Developing Organizations in Which the Self-Actualizing Executive Flourishes (F) M-J:22
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Merging Personnel and OD: A Not-So-Odd Couple (F) ... J-F:12
Minimizing Risk in Organization Development Interventions (F) N-D:23
Organization Development: A Dynamic New Force? (C) .. N-D:4
Organizational Development Efforts in a Major Healthcare Organization (F) N-D:32
Organizational Research and Organizational Change: GM's Approach (F) J-A:11
Time for Organization Development? (F) M-A:26

PERFORMANCE APPRAISAL
How to Make Performance Appraisals More Effective (F) . M-A:51

RELOCATION
Corporate Moves—Who Pays the Psychic Costs? (F) N-D:67

RETIREMENT
Compulsory Retirement: A Reevaluation (F) M-A:62

SAFETY AND HEALTH (*See also* Stress)
OSHA: Accent on Health and Simplicity (R) N-D:46
OSHA: Minimizing Health Risks at Du Pont (R) N-D:47
Still In Infancy, But (P) M-A:11

STRESS
Changing Values and Management Stress (F) J-F:48
What Makes People Tick (P) J-F:4

TEAM BUILDING
The Accountability Chart—A Tool for Team Building (F) . N-D:51
MBGO: Putting Some Team Spirit into MBO (F) J-F:40

WOMEN
Internal vs. External Equity (P) J-F:7
Maternity Disability Benefits: Why Not Compromise? (F) M-A:34
More on Maternity Disability Income (R) M-J:46
What's a "Woman's" Job Worth? (P) J-F:6
Women: AMEN! (R) N-D:46
Women: Confronting the Multiple-Earner Stigma (R) N-D:44
Women: Profile of the Female Officer (R) N-D:45
Women: Still Outside the Corporate Mainstream (R) N-D:42
Women: The Onus of Sex Stereotyping (R) N-D:43
Women: Where the Management Jobs Are (R) N-D:45

WORKER PARTICIPATION
Participative Problem Solving: How to Increase Organizational Effectiveness (F) J-F:30

Author Index

Abel, I. W.
Striking Out Strikes (R) M-J:41
Alden, Philip M. Jr.
The Tax Reform Act of 1976 and Prepaid Legal Insurance (F) J-A:59
Bartells, Charles W.
Is This Really You? (P) J-F:8
Barad, Cary B.
Developing and Using an In-House Interest Inventory (F) N-D:57
Bartells, Charles W.
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Bartley, Douglas L.
Compulsory Retirement: A Reevaluation (F) M-A:62
Bender, Henry E. with John Fracchia, Judy Nelson, and John W. Enell
Women: The Onus of Sex Stereotyping (R) N-D:43
Berezin, Evelyn
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) M-J:11
Berger, Lance A.
Beneath the Tip of the Iceberg: How to Handle the Employee Selection Decision (F) S-O:61
Bisconti, Ann Stouffer and Lewis C. Solmon
Don't Sell That Old Sheepskin Short (R) J-A:43
Brown, Ralph J. and James D. Somerville
Evaluation of Management Development Programs . . . An Innovative Approach (F) J-A:28
Carlson, Howard C.
Organizational Research and Organizational Change: GM's Approach (F) J-A:11
Chabotar, Kent J.
The Logic of Training Evaluation (F) J-A:23
Collins, Judith M.
Internal vs. External Equity (P) J-F:7
What's a "Woman's" Job Worth? (P) J-F:6
Cooper, William K.
Maternity Disability Benefits: Why Not Compromise? (F) M-A:34
Corballis, Paul T.
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Cotter, Timothy J. and John F. Sullivan
Organizational Development Efforts in a Major Healthcare Organization (F) N-D:32
Decelles, Robert K. and Walter F. O'Connor
Easing the Tax Squeeze on the Multinational Employee (F) S-O:28
Doudna, Donald J. and Harold W. Tremain
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40
Ellig, Bruce R.
Compensation Management: Its Past and Its Future (F) . . . M-J:30
Enell, John W. with Henry E. Bender, John Fracchia, and Judy Nelson
Women: The Onus of Sex Stereotyping (R) N-D:43
Fisher, M. Scott and Rensis Likert
MBGO: Putting Some Team Spirit into MBO (F) J-F:40
Foegen, J. H.
Women: Confronting the Multiple-Earner Stigma (R) N-D:44
Ford, Robert C. and Kenneth M. Jennings
How to Make Performance Appraisals More Effective (F) M-A:51
Foster, Lawrence W. and Marilyn L. Liebrenz
Corporate Moves—Who Pays the Psychic Costs? (F) N-D:67
Fracchia, John with Henry E. Bender, Judy Nelson, and John W. Enell
Women: The Onus of Sex Stereotyping (R) N-D:43
Frame, Robert M. and Fred Luthans
Merging Personnel and OD: A Not-So-Odd Couple (F) J-F:12
Gray, Clarence
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Greene, Robert J.
Compensating Data Processing Employees (F) N-D:62
Guyot, James F.
Prescription Drugs and Placebos: A New Perspective on Management Training (F) M-J:67
Half, Robert
Shortchanging Shorter Americans? (P) M-A:13
Hogue, James C.
Using Closed-Circuit Television During Union Organizing Campaigns (F) S-O:72
Hughes, David W.
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) M-J:11
Jaques, Elliott
Time-Span of Discretion and Human Resources Management . . . An Interview with Elliott Jaques (F) J-A:47
Jennings, Kenneth M. and Robert C. Ford
How to Make Performance Appraisals More Effective (F) M-A:51
Joslin, Edward O.
Career Management: How to Make It Work (F) J-A:65
Kanellopoulos, Charal and Harold Lazarus
Personnel Management, German Style (P) M-A:6
Kuzmits, Frank E.
Managing Absenteeism (F) M-J:73
Lavely, Joseph A.
How Long Until Employees Average $100,000? (F) M-A:57
Lawler, Edward E. III and Raymond N. Olsen
Designing Reward Systems for New Organizations (F) S-O:48
Lazarus, Harold and Charal Kanellopoulos

Personnel Management, German Style (P) M-A:6
Liebrenz, Marilyn L. and Lawrence W. Foster
Corporate Moves—Who Pays the Psychic Costs? (F) N-D:67
Likert, Rensis and M. Scott Fisher
MBGO: Putting Some Team Spirit into MBO (F) J-F:40
Lissy, William E.
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Livingston, Donald G.
Rules of the Road: Doing Something Simple About Conflict in the Organization (F) J-F:23
Luthans, Fred and Robert M. Frame
Merging Personnel and OD: A Not-So-Odd Couple (F) J-F*12
McAlindon, Harold R.
Developing Organizations in Which the Self-Actualizing Executive Flourishes (F) M-J:22
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
McKinney, James E.
The Tax Reform Act of 1976 and Executive Stock Compensation Plans (F) M-J:50
Mahoney, Thomas A. with George T. Milkovich and Nan Weiner
A Stock and Flow Model for Improved Human Resources Measurement (F) M-J:57
Martin, Desmond D. and Jacob B. Paperman
Human Resource Accounting: A Managerial Tool? (F) M-A:41
Meglino, Bruce M. and William H. Mobley
Minimizing Risk in Organization Development Interventions (F) N-D:23
Meuter, Fred W. Jr.
Executive Compensation: A Look at the Shape of Things to Come (F) J-F:65
Milkovich, George T. with Thomas A. Mahoney and Nan Weiner
A Stock and Flow Model for Improved Human Resources Measurement (F) M-J:57
Miller, Ernest C.
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Time-Span of Discretion and Human Resources Management . . . An Interview with Elliot Jaques (F) J-A:47
Miller, Neil
The Accountability Chart—A Tool for Team Building (F) . N-D:51
Mobley, William H. and Bruce M. Meglino
Minimizing Risk in Organization Development Interventions (F) N-D:23
Moore, Brian E. and Warren L. White
A Way of Life (P) M-A:9
Morgan, Daniel C.
Career Development Programs (F) S-O:23
Nelson, Judy with Henry E. Bender, John Fracchia, and John W. Enell
Women: The Onus of Sex Stereotyping (R) N-D:43
O'Connor, Walter F. and Robert K. Decelles
Easing the Tax Squeeze on the Multinational Employee (F) S-O:28
Olsen, Raymond N. and Edward E. Lawler III
Designing Reward Systems for New Organizations (F) ... S-O:48
Paperman, Jacob B. and Desmond D. Martin
Human Resource Accounting: A Managerial Tool? (F) ... M-A:41
Patten, Thomas H. Jr.
Time for Organization Development? (F) M-A:26
Pearse, Robert F.
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) M-J:11
Pestillo, Peter J.
Striking Out Strikes (R) M-J:41
Philips, Madison
Developing Healthy Management Attitudes for Dealing with a Union (F) S-O:68
Port, Mary Etta
Hewlett-Packard's Supervisory Orientation Program (F) .. J-A:73
Raymond, George G.
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) M-J:11
Reid, Douglas M.
Human Resource Planning: A Tool for People Development (F) M-A:15
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Rubinstein, Sidney P.
Participative Problem Solving: How to Increase Organizational Effectiveness (F) J-F:30
Schein, Edgar H. and Lotte Bailyn
Is This Really You? (P) J-F:8
Scotese, Peter G.
Selection and Performance Criteria for a Chief Human Resources Executive . . . A Presidential Perspective (F) M-J:11
Sears, Robert
Early Ripe, Early Rot? (R) M-J:48
Sexton, Patricia Cayo
Women: Still Outside the Corporate Mainstream (R) N-D:42
Shaw, H. Westcott
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10
Solmon, Lewis C. and Ann Stouffer Bisconti
Don't Sell That Old Sheepskin Short (R) J-A:43
Somerville, James D. and Ralph J. Brown
Evaluation of Management Development Programs . . . An Innovative Approach (F) J-A:28
Student, Kurt R.
Changing Values and Management Stress (F) J-F:48
Sullivan, John F. and Timothy J. Cotter
Organizational Development Efforts in a Major Healthcare Organization (F) N-D:32
Sylvia, Robert A.
TOSS: An Aerospace System That's GO for Manpower Planning (F) J-F:56
Tremain, Harold W. and Donald J. Doudna
The Tax Reform Act of 1976 and Sick Pay (R) J-A:40
Weiner, Nan with Thomas A. Mahoney and George T. Milkovich
A Stock and Flow Model for Improved Human Resources Measurement (F) M-J:57
Weyand, Ruth
More on Maternity Disability Income (R) M-J:46
White, Warren L. and Brian E. Moore
A Way of Life (P) M-A:9
Woodruff, Robert L. Jr.
The Human Resources Executive and Corporate Planning . . . A *Personnel* Symposium (F) S-O:12
Is Organization Development Catching On? . . . A *Personnel* Symposium (F) N-D:10